

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 17 January 1996, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Mr. Brian Aune, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Mr. Dane Doleman, Ms. Marianne Donaldson, Dr. Leonard Ellen, Ms. Alexandra Flynn, Me Pierre Fréreau, Me André Gervais, Mr. Leo Goldfarb, Dr. Henry Habib, Dr. Jeremiah Hayes, Mr. Peter Howlett, Mr. Paul Ivanier, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Mr. Jacques Ménard, Mr. Eric Molson, *Chancellor*, Ms. Susan O'Connell, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Dev Srinivasan, Mr. Claude I. Taylor, *Vice-Chairman*, Ms. Susan Woods

Officers of the University: Dr. Charles Bertrand, Me Bérengère Gaudet, Dr. Jack Lightstone, Dr. Harald Proppe

Absent: Dr. Tannis Arbuckle-Maag, Mr. Frank Knowles, Me George Lengvari, Mr. Brian Neysmith, Mr. Jean-François Plamondon, Mr. Humberto Santos, Mr. Brian Steck, Mr. William W. Stinson, Ms. Lillian Vineberg, Mr. Jonathan Wener

Guests: Dr. Ailie Cleghorn, Dr. Florence Stevens, Dr. Gail Valaskakis

1. Call to Order

The Open Session was called to order at 8:25 a.m.

1.1 Chairman's remarks

Mr. Groome announced that Mr. Claude Taylor had resigned from the position of Vice-Chairman of the Board. During Closed Session, Mr. Jacques Ménard was elected to succeed Mr. Taylor for the remainder of his term, ending on 30 June 1996.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (20 December 1995)

An error was noted: Dr. S. Hoa is Chairman of the Mechanical Engineering Department, not the Electrical Engineering Department as appeared in the Minutes on page 8, under Item 9, the Rector's Report.

Upon motion duly moved and seconded (Donaldson, Renaud), it was unanimously RESOLVED:

R96-5 *THAT the Minutes of the Open Session of the previous meeting, held on 20 December 1995, be approved as modified.*

2. Business Arising from the Minutes

There was no business arising from the Minutes.

3. Presentation regarding Arts & Science Faculty contract with the Canadian International Development Agency (CIDA)

Before introducing the Board's guests, Dr. Lowy explained that his motivation for bringing representatives from the Faculties to address the Board was both to apprise Governors of interesting and important developments in the University, and to give the Deans an opportunity to share Faculty concerns with the Board.

The Rector introduced Dean Gail Valaskakis, Dr. Ailie Cleghorn and Dr. Florence Stevens, all of the Faculty of Arts and Science.

The Dean explained that a CIDA grant of \$0.6 million had been approved to fund a cooperative project between Concordia's TESL Centre (Teaching English as a Second Language) and the University of the North in QwaQwa, South Africa. Including commitments for in-kind support, about \$1.5 million had been pledged for the project. Dr. Lightstone noted that CIDA grants are presently extremely hard to get, making the award of two contracts to Concordia especially notable (one for Dr. Stevens' project in South Africa and the other for a project headed by Dr. Cleghorn in Zimbabwe).

The project had its origins in 1993, through a collaborative effort of Dr. Stevens, a Concordia TESL professor, and one of her graduate students, Mr. Lekhotla Mafisa, an instructor at a South African teachers college. Dean Valaskakis said then-Rector Patrick Kenniff was extremely supportive of the project. At Mr. Mafisa's urging, in February 1995 Dean Valaskakis and Dr. Stevens visited the QwaQwa branch of the University of the North and his community in the former black homeland. Dr. Stevens explained that the needs of Concordia University and the QwaQwa region were found to be quite compatible, and at both universities a large proportion of the student body are mature students attending part-time. The experience prompted the two to develop a proposal to seek funding for a project designed to improve the quality of the regional education system, especially by raising the standards of teaching at the University and the teachers colleges.

Dr. Cleghorn spoke to the Board about her experience, since 1992, in coordinating a professional programme in early childhood education in Zimbabwe. The current programme, started in March 1995, entailed bringing ten student teachers to Concordia on a short-term study leave to enrich their own knowledge, for example, in maths and sciences. Dr. Cleghorn said she was confident Concordia's gain through the programme had been at least equal to its contribution.

Governors asked several questions and enthusiastically commended the collaborative projects.

Dr. Lowy said Dr. Mohsen Anvari, Dean of the Faculty of Commerce and Administration, had agreed to make the next presentation on 21 February 1996.

4. Report of the Advisory Search Committee for a Vice-Rector, Institutional Relations

Dr. Lowy, Chair of the Advisory Search Committee for a Vice-Rector, Institutional Relations, reported that the Committee held its first meeting on 4 January 1996. He told the Board that management consultant Ms. Nicole Fauré would be assisting with the search. The Rector added that Ms. Fauré is also President of the Concordia University Alumni Association -- a lucky coincidence, since alumni affairs are a key part of the Vice-Rector's mandate.

Dr. Lowy said the Committee hoped to begin considering candidates in February.

5. Reports of the Standing Committees

5.1 Budget Committee

Mr. Aune, Chair of the Budget Committee, reported on the business of the meeting held on 11 January 1996. The Committee had reviewed the final adjustments to last year's financial results; while a small surplus of \$0.089 million had been projected, the actual surplus was \$0.207 million. All discretionary accounts had been cleared and most extraordinary credits, used.

The Committee examined progress against the budget of 1995-96. At present, it appeared Concordia's revenues would be slightly higher than expected, owing to slightly higher-than- projected enrolments. On the other hand, costs of employee benefits had increased. The early retirement incentive programme attracted a very strong acceptance rate which would boost short-term expenditures.

Mr. Aune said the new administration was grappling intently with the prospect of continuing budget shortfalls. He shared an observation which was raised at the Budget Committee meeting: in Concordia where budget cuts are allocated through consultation and as much as possible by mutual agreement, people are being asked to participate in making decisions detrimental to themselves, their departments or colleagues. Mr. Aune said he appreciated the University's commitment to inclusive decision-making processes and had seen it produce excellent results during the past year. However, some Committee members felt it could become progressively more difficult to resolve financial problems in this way, as continuing cuts penetrate "closer to the bone".

New business comprised consideration of a recent request from the Ministry of Education that Concordia submit, by 26 January 1996, a realistic new plan for repayment of the accumulated deficit; all Québec universities in a deficit position were obliged to comply. The Government had indicated it would authorize a slight extension of the deadline. Mr. Aune reminded Governors that Concordia had submitted an original repayment schedule in 1991, which the University had stipulated was contingent on stable funding from the province. In fact, we were unable to meet the projected payments and the plan was twice revised. The Budget Committee was recommending that the Board delegate authority for approval and submission of the plan, as was done in 1991.

A Board member recommended discussing options with other universities affected by the demand. Dr. Proppe answered that a meeting of the Vice-Rectors, Finance, of the affected universities had been arranged. McGill and Concordia universities, and the Université de Montréal, had the largest deficits. Dr. Proppe explained that it was difficult for the universities to commit themselves to precise rates of repayment when

Government information about provincial grant revenues in coming years was tentative and incomplete. Upon request by Mr. Groome, Mr. Aune said he would report to the Board about the repayment schedule that would be submitted to Québec.

Upon motion duly moved and seconded (Aune, Carpini), it was unanimously RESOLVED:

R96-6 *WHEREAS, on 20 November 1991, the Board of Governors adopted a resolution delegating authority to the Budget Committee to develop and submit a plan for the repayment of the accumulated deficit, in compliance with a directive from the Minister of Higher Education and Science;*

WHEREAS Concordia University on 28 November 1991 submitted a repayment plan for its accumulated deficit;

WHEREAS the Minister of Education has directed all Québec universities having outstanding deficits to submit revised repayment plans in January 1996;

BE IT RESOLVED

THAT the Board of Governors delegate to the Budget Committee responsibility for preparation of a revised deficit repayment schedule, and authority to adopt that plan; and

THAT the Board of Governors delegate to the Rector and Vice-Chancellor, Frederick H. Lowy, and the Interim Vice-Rector, Institutional Relations and Finance, Harald Proppe, authority to sign the revised repayment plan, as adopted by the Budget Committee, and to submit the document to the Minister of Education.

6. Report of the Rector

Dr. Lowy reported that an ad hoc committee comprising Mr. Knowles, Mr. Aune, Dr. Proppe and Dr. Kryzanowski, and Board Chairman Reginald Groome in an ex officio capacity, had been organized to advise him on the appointment of a chief financial officer. Mr. Joe Beaupré would serve as consultant for the search. Dr. Lowy said he was confident the process would move quite quickly.

The Rector commented on an enlightening information session, presented by Bell Canada, which was attended by the senior administrators. Bell demonstrated the potential for various applications of computer technologies in the University, which were being explored enthusiastically.

The Consuls General of Israel, the United States, Germany and Austria, as well as the Ambassador of Austria, had met with him, Dr. Lowy said, to learn more about Concordia's programmes and look into possibilities for cooperation. He told the Board of Concordia's Centre for International Academic Cooperation, directed by Dr. Balbir Sahni.

Dr. Lowy said he had very disturbing news. He had recently learned that among Concordia students are many who live in extreme poverty. The Rector said the Campus Ministry had raised almost \$11,000. for purchase of food to be distributed to students throughout the year, and a number of staff and student initiatives also contribute to the

food fund. Dr. Lowy insisted none in the community should close their eyes to this hardship; he concluded his remarks saying he would look into the situation further.

Mr. Jonathan Carruthers, President of the Concordia Student Union, recounted the recent accomplishments of the Concordia team at the eighth annual Commerce Games held on 4-7 January 1996. The Concordia team won by a large margin, taking five of six potential academic awards and winning two of the four athletic events. Mr. Carruthers said participants had benefited from the tremendous commitment shown by the Commerce faculty. Mr. Srinivasan, President of the Commerce and Administration Students' Association, expressed sincere appreciation for the support of the professors and associate deans.

Mr. Groome extended his congratulations to the students and the Faculty.

7. Reports of the Vice-Rectors

- 7.1 The Vice-Rector, Academic, Dr. Lightstone, reported that SCAPP had given its approval to a document outlining ten propositions for the implementation of a plan based on the "five principles" presented in the blue paper. The document would be distributed to the Senate membership. Among the ten points was the request that each of the Deans submit a statement setting out the method by which each was planning to implement the five principles. These documents were compiled for discussion by the members of the Office of the Rector and the Deans at their meeting of 17 January.

Dr. Lightstone said the final proposal for changes in academic programmes should be forthcoming in March or April. The plan would have to be implemented gradually over three to four years, in order to honour both moral and contractual commitments to students and staff, and resulting financial savings would only be realized in three to five years, Dr. Lightstone stated.

- 7.2 The Vice-Rector, Services, Dr. Bertrand, reported on three subjects.

Dr. Bertrand informed the Board that the University's "smoke-free environment" policy would be enforced, as of 1 February 1996, by strict imposition of a \$25. fine for each offense. He said Concordia's attempts to enforce the policy by moral suasion had failed, as had similar efforts at the University of Sherbrooke.

A task force headed by Dr. Calvin Kalman was recently established to study the operations of the University libraries. The participation of a Board member would be welcomed, Dr. Bertrand said.

The third subject of Dr. Bertrand's report pertained to press coverage which accused a Concordia basketball coach of using undue force while attempting to subdue a player during a scuffle. The accusation was not substantiated, Dr. Bertrand said, and he was personally skeptical of the account. He asserted his opinion that the coach involved is a person of excellent character.

- 7.3 Dr. Proppe, the Interim Vice-Rector, Institutional Relations and Finance, reported that a Decima Research report commissioned one year ago by the Institutional Marketing Committee had been submitted. An executive summary would be distributed to Governors, and the full report would be made available.

8. Correspondence

There was no correspondence.

11. Date of next meeting

The next regular meeting of the Board would be held at 8:00 a.m. on Wednesday, 21 February 1996, in Room GM 407-1 on the SGW Campus.

12. Adjournment

There being no other business, the Open Session adjourned at 9:24 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors